Analysing The Correlation Between Managers' Leadership Styles And Employee Job Satisfaction

Sharma Khemraj[*], Prof. Dr. Wann Yih Wu, Asso.Prof. Dr. Hsinkuang Chi

Abstract

Leadership is essential for directing the activities of individuals and accomplishing the objectives of a company. In order to boost academic and student success, good university administrators support several forms of leadership. Leadership, training, employee retention, and efficient recruitment are the four pillars upon which a business rests. If you want to increase engagement, performance, and job happiness among your employees, transformational leadership is the way to go. When employees are happy in their jobs, it is clear that the leadership is doing its job well. The effectiveness of an organization is greatly affected by the leadership style of its executives. A leadership style that is destructive and authoritarian may have disastrous consequences for the firm and its employees. Leadership styles have an effect on employee contentment on the job; a transformational leader may boost morale, while a transactional leader might bring out the worst in their employees. In order to thrive in today's competitive business environment, organizations need to comprehend what makes their employees happy. Managers rely heavily on leaders because they motivate their teams to achieve their full potential by bringing everyone together in pursuit of a shared objective. Their unique skills are vital because they encourage empathy, understanding, cooperation, and social awareness while also protecting the environment. An essential leadership skill is the ability to entrust subordinates with increasing levels of responsibility and authority inside the business. There is a dearth of literature on the topic of management leadership style and its impact on employee happiness in Indian workplaces and the hospitality industry. Thus, this study fills that gap. It delves into the intricate link between different leadership styles and workers' levels of satisfaction.

Keywords: Manager, Leadership, Satisfaction, Employee, Transformational.

Introduction

Managing people's actions and getting their full buy-in to the organization's goals are both part of it. Leaders who can adapt to changing circumstances and overcome obstacles are essential, as are managers who can effectively and ethically guide their teams. Various types of leadership conduct are advocated by effective university administrators as a means to enhance academic and student performance (Al-Shanti, 2017). Leadership, training, staff retenti[1]on, and effective recruiting are four of an organization's most important factors. As compared to other leadership styles, transformational leadership is superior in boosting employee engagement, performance, and work satisfaction (Chaudhuri, 2015). Employees in the retail industry are not happy with their jobs and leave often because of poor pay and lengthy hours. Consequently, in order to boost organizational performance and tackle the

Department of Business Administration, Management Science, Nanhua University. Taiwan.
*Ph.D., Department of Business Administration, Management Science, Nanhua University. Taiwan.
*Corresponding Author: Sharma Khemraj

difficulties encountered by retail workers, an efficient leadership style is required (Haque et al., 2015).

Organizational success is built on the efficacy of leadership as measured by employee satisfaction. According to Rosnizah et al. (2022), leaders are impacted by a variety of circumstances in their lives, including economic, social, political, professional, and personal aspects. Leadership style is an extrinsic motivator that influences the level of work satisfaction. The ineffectiveness of many school administrators makes it difficult for them to inspire their staff (Piosik et al., 2019).

The function of leaders in businesses has evolved, and leadership continues to have a substantial influence on employee satisfaction and attitude towards their employment. Leadership styles have a significant impact on an organization's performance. Leadership that is both destructive and dictatorial may have devastating effects on both the company and its people. Since job satisfaction is an integral part of every firm and is bolstered by internal and external influences, it is a crucial component that enhances human resources. As a result, it is critical to maintain high-quality teaching and research at public institutions (Abayomi, 2020).

Employee happiness at work is correlated with leadership styles, according to the research. Workplace happiness rises under transformational leadership and falls under transactional leadership. Globalization, technology, economics, and politics all contribute to the competitive landscapes that organizations must navigate. According to Marion and McKelvey (2007), employees are considered intangible assets that help a firm succeed and grow. The degree to which workers are happy in their work is called job satisfaction. According to the Hawthorne experiments, employees are more satisfied with their jobs when they have decent working circumstances. Employees' emotional states constitute the affective component of job satisfaction, which is why people labour for reasons other than financial gain. Staff members who are happy in their work are more invested in the success of their companies. Organizations must comprehend employee happiness work if they are to survive and prosper in the modern, ever-changing business landscape.

A person's degree of work satisfaction may be defined as the extent to which they are happy or unhappy in their current position. Adverse outcomes, such as stress, decreased efficiency and effectiveness, and health problems (mental and physical) are associated with work satisfaction (Geet al., 2011). According to research by Peters et al. (2010), when workers are happy in their jobs, they are more likely to use their cognitive, emotional, and behavioural abilities to achieve both their own goals and the organization's objectives. Employees' happiness on the take is influenced by managers' leadership styles, with participatory management being one possible concern.

Leaders are essential for managers because they unite their teams around a common goal and inspire them to work together for optimal performance. A manager's unique set of abilities in these areas—as well as in fostering social connection, environmental awareness, teamwork, and understanding—are essential. The fundamental power of leadership is the delegation of responsibility and authority to managers by the organization. A leader's expert knowledge and magnetic presence are unique, inherent attributes. For a leader to be successful, he or she must know what drives people and what does not (Girma, 2016).

Leadership styles and their impact on workers' happiness in the workplace are the subjects of this research. The article delves into the complex relationship between various leadership styles and the degree of contentment felt by workers. In several organizational contexts, this study seeks to shed light on the intricate web of relationships between leadership styles and employee happiness and well-being. The leadership of an organization has a significant impact on the morale and productivity of its employees.

Literature Review

Success in every business depends on its leadership, and different sectors and types of organizations have different leadership styles. Like leaders, they change their approach depending on what is needed and how the company is structured (Zahari & Shurbagi, 2012).

Leadership Theory

The excellent man method, the behavioural approach of the 1950s, and the situational/contingency approach of the last year are the several stages that leadership research has gone through. A fresh take on leadership, the theories of transformational and transactional leadership centre on the idea that leaders may have both qualitative and quantitative impacts on their followers. A leader practising transactional leadership views their connection with their subordinates as an exchange relationship in which the subordinate receives an incentive for meeting the leader's expectations (Shamir, 1993). A drop in intrinsic motivation and an increase in extrinsic incentives might result from this leadership style, which in turn affects the efficiency of followers and increases turnover. However, transformational leadership seeks to inspire substantial shifts in perspective and belief among team members in order to strengthen their dedication to the organization's goals and purpose. There are benefits and drawbacks to both hypotheses, but both have been getting much attention lately (Bass, 1990).

Transformational Leaders

Organizational change is fostered by transformational leaders who motivate and direct their colleagues. Research has shown that this kind of leadership, which is based on the "Four I is" proposed by Riggio and Bass (2006), boosts morale, motivation, and organizational performance. According to the inspiring motivation dimension, transformational leaders motivate their subordinates to do difficult tasks by communicating their vision and outlining tactics. According to the idealized influence dimension, transformational leaders have an impact on their employees by setting a good example. Transformative leaders inspire their teams to think beyond the box and come up with innovative solutions to challenges, according to the intellectual stimulation component. Transformative leaders, according to the individual consideration dimension (Bass & Riggio, 2006), serve as role models and guides for those under them.

Transactional Leadership

Managers who operate on a transactional model incentivize their employees by using a reward-punishment system. The use of rewards and punishments in this method has been shown to have a short-term effect. Leadership styles such as management by exception, dependent incentives, and laissez-faire were used to quantify transactional leadership in the research. Leaders use contingent incentives when they establish objectives and pay workers based on how well they do. Performance reviews in a management-by-exception system are based on actual results rather than projections. Leadership under the laissez-faire style relies on subordination and prompt intervention from higher-ups. In order to motivate employees effectively, it is crucial to understand transactional leadership styles, according to this research (Judge & Piccolo, 2004).

Job Satisfaction

A person's level of work satisfaction may be affected by a number of things, including the following: leadership, goals, job design, demographics, incentives, and individual variances. It was during the "third industrial revolution" that an effort to make work more personal came along, and the idea of happy workers making a difference came along. Instead of just paying workers for their time, this innovation focused on creating occupations that were "enriched" in a way that made workers happy (Yang, 2012).

The current organizational environment necessitates higher levels of performance and productivity from organizations. Because of the effects on morale and perceptions, ensuring

employee happiness is increasingly seen as critical to an organization's long-term viability. The success of a company is greatly enhanced when its staff are enthusiastic and dedicated (Hina, 2015). Companies should give supervisors and managers tremendous respect because of the impact they have on employees' happiness and success on the job. In order to foster cooperation, they provide consistent criticism, praise, support, and training (Iiacqua, 2014).

Three ways of looking at happiness exist happiness as an outcome of actions, happiness as a part of the system that controls and regulates, and happiness as an initiator of actions. When workers are not happy in their jobs, they are more prone to look for fulfilment elsewhere, whereas content workers are more invested in what they do (Turey, 2013).

Managers have a responsibility to make sure their employees are happy in their jobs. When employees are happy in their jobs, they are more invested in the success of the company. Customer satisfaction rises as a result of excellent service. Employees who are happy in their jobs show it in their demeanour; those who are not are more likely to be pessimistic and critical of their jobs (Armstrong, 2006).

Leadership styles and job satisfaction
Job satisfaction among followers is directly influenced by a leader's function, according to Mester et al. (2005). Leaders who display both transformational and transactional behaviours tend to have more pleased staff, according to Madlock (2008). This article compares and contrasts three types of leadership styles: transformative, transactional, and laissez-faire.

Extensive studies on leadership styles and work satisfaction have been conducted in the hotel sector since the 1920s. The results indicate that employees who have a positive attitude towards supervision tend to be more satisfied with their jobs. Leadership is a critical factor in determining whether or not workers are happy in their jobs, according to studies done in the 1950s and 1960s. The internal organizational environment, including leadership styles, affects employee work satisfaction. In order to boost employee happiness in the workplace, managers should model effective leadership behaviour, 1990).

Managers should adopt suitable leadership behaviour to increase workers' job happiness, as Yousef (2000) discovered that leadership conduct was positively associated with job satisfaction. Any theory that has been tried and true in a Western organization may be applied to a non-Western nation. Leadership style has a substantial effect on employee happiness at work, and this correlation holds true regardless of whether you live in the East or West. By maintaining a successful company and enhancing their efficacy and motivation, leaders may significantly impact the degree of work satisfaction among their staff.

Employees report more happiness in their work lives under democratic leadership, but autocratic leaders provide the opposite effect. Compared to democratic leadership, laissez-faire leadership yields lower levels of satisfaction. Workers' happiness on the work was positively correlated with more democratic leadership styles in Western Australian federal institutions, according to (Savery, 1994). Leadership styles that prioritize contemplation had a good correlation with employee happiness at work, but those who prioritize introducing structure had the opposite effect (Lok, 2004). Workers at Iran's Isfahan University Hospitals reported no correlation between task-oriented and employee-oriented leadership styles and their level of work satisfaction, according to research by (Rad & Yarmohammadian, 2006).

Both transactional and transformational leadership styles are directly related to how satisfied people are with their jobs. However, in public sector businesses, the association

between transformational leadership and employee happiness is more significant. Results showed that public school instructors were more satisfied with their jobs than private school teachers, suggesting that leadership style influences job satisfaction positively (Bhatti et al., 2012).

Theoretical Framework
The purpose of the research is to learn how different leadership styles at five-star hotels affect workers' happiness on the job. Leadership style and work happiness are the independent and dependent variables in this research. A hypothesis was constructed in order to determine how leadership style affects employee job satisfaction.

H01: There is a strong correlation between leadership styles and employee job satisfaction in the workplace.
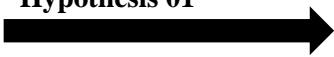
Table 1: Theoretical framework

Independent Variable (Leadership Styles)		Dependent Variable (Employees' Job Satisfaction)
Democratic		Pay
Autocratic	**Hypothesis 01** →	Promotion
Laissez Faire		Supervision
		Benefits on the outer edges
		Contingent Benefits
		Operating Instructions
		Co-Workers
		The Work's Characteristics
		Communication

Table 1 shows the ways in which democratic, autocratic, and laissez-faire leadership styles impact many aspects of workers' job satisfaction. These aspects include, but are not limited to, compensation, advancement opportunities, supervision, perks, operational processes, colleagues, the nature of the task, and communication.

Methodology
The research used a questionnaire-based approach to assess workers' perceptions of leadership style and job satisfaction. The questionnaire had 53 questions, each rated on a five-point Likert scale, ranging from strongly disagree to strongly agree. The job satisfaction portion of 35 statements includes many aspects of employment, such as salary, advancement opportunities, managerial oversight, additional perks, performance-based incentives, working environment, colleagues, job content, and communication. The leadership style part of 20 assertions includes three distinct styles: authoritarian, democratic, and laissez-faire. The research included a cohort of 2357 workers from various workplaces in India. Out of the total, 319 questionnaires were delivered, and 215 of them were successfully completed. All questions were assessed using a 5-point Likert Scale, where 1 represents severe disagreement, and 5 represents strong agreement. The data was examined using SPSS.

Results

The research had a sample size of 215 workers, mainly consisting of men who were 25 years old or younger. The Cronbach's Alpha coefficient for leadership style and work satisfaction was α = .86, suggesting a good level of dependability. The maximum number of participants was 77, and all of them had 2-4 years of service. The bulk of participants consisted of staff personnel, with a total of 190 individuals. The study's findings show a notable level of consistency and dependability in the variables.

Table 2: Demographic Profile of the Participants

Variable	Frequency	Percent (%)
Gender		
Male	192	89.3
Female	23	10.6
Age (years)		
< 25	94	43.7
25-35	73	34.0
35-45	44	20.4
45-55	3	1.3
> 55	1	0.4
Education		
Holder of a degree	160	74.4
Holder without a degree	55	25.5
Length Of Service		
One year or less	51	23.7
2-4 years	77	35.8
5-7 years	55	25.6
Eight years or more	32	14.9
Job Level		
Staff	190	88.4
Chef leader	25	11.6

The presented data highlights important demographic traits and insights about tenure within the sample group. According to the gender distribution, there are more men than women, with 89.3% of the total and just 10.6% of the total being female. Of all the age groups represented, 34.0 per cent are in the 25-35 age group. There are a considerable number of

younger persons in this research since the younger cohort (<25 years) is followed closely by them at 43.7%. When it comes to education, most people have at least a bachelor's degree (74.4%), whereas a smaller but still significant minority (25.5%) do not. When looking at the duration of service, we see that it is very well distributed; many people have been there for 2–7 years, with 35.8% of those people falling into the 2–4 year bracket. With respect to rank, the majority are classified as staff (88.4%), while a smaller subset, 11.6%, are chef leaders. Overall, the data shows a demographic profile with a male majority, a lot of younger people with varied degrees of education, a relatively even distribution of tenure across different periods of service, and most of the people polled working in staff-level positions.

Table 3: Descriptive of the Major Structures

Dimension	Mean	Std. Deviation
Pay	3.1125	1.13429
Promotion	3.5231	0.75624
Supervision	3.2346	1.00852
Fringe benefits	3.6897	0.86913
Contingent rewards	3.2714	1.04156
Operating conditions	3.1823	0.91268
Co-workers	3.7882	0.97347
Nature of work	3.6056	0.82235
Communication	3.0768	0.94461
Overall Job Satisfaction	3.4219	0.79893
Democratic Leadership Style	3.9514	0.86512
Autocratic Leadership Style	3.2497	0.92033
Laissez-Faire Leadership Style	3.5248	0.84274

Various characteristics pertaining to leadership styles and work satisfaction are shown in the offered data, together with their respective means and standard deviations. By examining the averages, we can see that dimensions such as "Co-workers" (mean: 3.7882), "Fringe benefits" (mean: 3.6897), and "Laissez-Faire Leadership Style" (mean: 3.5248) have higher average ratings, indicating that the questioned group views these characteristics or styles of leadership more favourably. On the other hand, "Communication" (mean: 3.0768) has a modest mean score, suggesting that this aspect may need some work or that people are not very satisfied with it. At the same time, the dispersion of answers along each dimension may be better understood by looking at the standard deviations. The more significant standard deviations for "Contingent rewards" (std. deviation: 1.04156), "Supervision" (std. deviation: 1.00852), and "Operating conditions" (std. deviation: 0.91268) show that respondents' views in these areas are more diverse or diversified. On the other hand, the somewhat more minor standard deviations for "Nature of work" (std. deviation: 0.82235) and "Overall Job Satisfaction" (std. deviation: 0.79893) indicate that participants' perspectives or experiences on these dimensions are more united. These numbers show how people in the researched setting felt about various parts of their jobs and leaders' styles of leadership, giving an idea of where people were happy and where they might need some improvement.

Table 4: Leadership Style and Employee Satisfaction in the Workplace

		Aut. Style	Demo. Style	Lais. Style
Job Satisfaction	Pearson correlation Sig. (2tailed)	.121	.314**	.235*
		.276	.001	.023

** Significant at, 0.01 level, * Significant at 0.05 level.

The statistics presented here show how various leadership styles, including autocratic, democratic, and laissez-faire approaches, correlate with employees' levels of job satisfaction. Pearson correlation coefficients indicate that there is a relationship between these approaches and work satisfaction, although the strength of the link varies. There is a positive connection of 0.121 for the autocratic approach, 0.276 for the democratic style, and 0.235 for the laissez-faire style. It is interesting to note that out of the three forms, the autocratic style has the worst link with work satisfaction. Democratic and Laissez-Faire leadership styles, on the other hand, exhibit larger positive correlations, suggesting a more direct relationship between these philosophies and happier employees. Crucially, the correlations between Autocratic and Job Satisfaction are statistically significant (**$p < 0.01$ for Autocratic and *$p < 0.05$ for Laissez-Faire), suggesting that these correlations are not a result of chance but rather represent potentially significant relationships within the studied context.

Table 5: Linear Regression Analysis of the Influence of Leadership Style on Job Satisfaction

Variable	R	R²	F	B	T	Sig.
Democratic style	.320a	.102	12.278	.466	3.504	.001
Laissez-Faire style	.206b	.042	4.791	.286	2.189	.031

a   Forecasters: (Stay the same), democratic approach

b   Forecasters: (Stay-at-home) approach Subject to Job happiness is a variable.

Democratic and laissez-faire leadership styles were compared with respect to their effect on employee happiness in the workplace using a linear regression model. With democratic style accounting for 10.2% of the variation, the findings demonstrated a weakly positive correlation between democratic style and work satisfaction. Having a hands-off approach only accounted for 4.2% of the variation, suggesting that it is not a reliable indicator of contentment in the workplace. Work satisfaction rises by 466 units for every unit increase in democratic style. Lean management accounted for 4.2% of the variation in work satisfaction, suggesting a weakly positive correlation between the two. The study's null hypothesis (H1) is rejected; the R-value for democratic style was more significant than that for laissez-faire, indicating that the former significantly influences employee job satisfaction. Employees report higher levels of work satisfaction when their bosses exhibit certain styles.

Discussion
The survey revealed that hotel workers in Jordan had a moderate level of satisfaction with their employment and various aspects of their work. The individuals expressed higher levels of pride in their colleagues, additional perks, working environment, supervision, salary, and further prizes. Nevertheless, their satisfaction levels were lower in regard to promotion plans, internal communication, and the nature of their tasks. The findings align with other studies, which suggested that employees exhibited higher levels of job satisfaction in relation to the job itself, the nature of their work, working conditions, supervision, and their co-workers. Oshagbemi (2003) found that the lowest degree of work

satisfaction was expressed for fringe benefits, recognition awards, communication, compensation, and advancement.

The study contradicted prior research, which indicated that workers expressed dissatisfaction with regard to compensation, advancement opportunities, and managerial practices. The most significant source of employment unhappiness was attributed to fringe benefits, working conditions, and balance (Rad & Yarmohammadin, 2006). The research determined that many leadership styles are present in Jordanian hotels, but at varying degrees, with the democratic type being the most widespread. This finding aligns with prior research, which indicated the presence of both deliberation and beginning structure leadership behaviours among managers (Worsfold, 1989).

The study revealed a correlation between leadership style and work happiness, aligning with previous research that also showed a favourable association between leadership styles and employees' job satisfaction. Nevertheless, the findings of the study contradicted prior research, which suggested that there was no correlation between leadership style and employee work satisfaction (Erkutlu & Chafra, 2006).

Management Consequences
The research highlights the significance of work aspects in augmenting job satisfaction among employees. It implies that managers should prioritize cleanliness issues since they are the most essential component. Managers in the hotel business may enhance work satisfaction by offering a range of incentives. To optimize job satisfaction, it is advisable to improve many factors that contribute to it, including colleagues, additional perks, working environment, supervision, salary, and performance-based incentives (Hanser, 2003). On the other hand, it is essential to enhance areas that contribute to low levels of job satisfaction, such as opportunities for advancement, effective communication, and the nature of the work itself. In addition, managers should acquire knowledge about various leadership styles in order to recognize and implement the most appropriate one.

Limitations And Future Study
Sample bias, subjective assessments, a cross-sectional design, confounding factors, and a lack of clarity on causal linkages are some of the shortcomings of leadership styles and work satisfaction research. The generalizability of the results may be improved with a more prominent and more representative sample. Supplementing self-reported data might include objective assessments or input from many sources. The effects of leadership styles on employee happiness over the long run could be best studied using a longitudinal approach, while changes over time might be more accurately tracked with a cross-sectional strategy. The observed relationships might be skewed due to other variables, such as corporate culture, personal traits, or external influences. Experimental designs or controlled treatments might be used in future studies to investigate causal links.

Longitudinal studies, multilevel approaches, comparative studies, interventional studies, qualitative research, feedback systems, and robust assessment instruments are all potential future avenues to explore. Future research may help us understand how different leadership styles affect employee job satisfaction by tackling these limits and thinking about potential future paths. This will lead to better management practices and overall organizational improvements.

Conclusion
Managers' leadership styles were investigated in connection to workers' happiness in the workplace. It compared the levels of employee satisfaction with three different leadership styles: autocratic, democratic, and laissez-faire. Although different styles were associated with different things, they all had a significant impact on morale in the workplace. Leadership is critical for creating a healthy work environment and increasing employee

happiness on the job, according to the results. Results show that there is a dearth of research on the topic of management leadership style and its effect on employee happiness in Indian workplaces, as well as a dearth of relevant literature in the hospitality sector generally and India in particular. According to the study, leadership styles might differ based on managers' demographic characteristics and workers' job happiness. Results indicated that workers were generally satisfied with their occupations and various aspects of their work, with most workers agreeing on how satisfied they were. There was a favourable correlation between managers' levels of work satisfaction and their use of democratic or laissez-faire leadership styles, and this style was the most popular among managers. Managers may boost employee happiness in the workplace by embracing effective leadership styles.

References

1. Abayomi, A. (2020). AQuantitativeStudyofLeadershipandPerformanceoftheBrewery IndustryinNigeria. Doctoral Thesis, Walden University.
2. Al-Shanti, M. A. R. (2017). The Relationship between Leadership Styles and Organizational Commitment, Job Satisfaction Is a Mediating Variable. Al-QudsOpenUniversityJournalforAdministrativeandEconomicResearchandStudies,2,85-104.
3. Armstrong, M. (2006). A Handbook of Human Resource Management Practice. London: Kogan Page Publishers.
4. Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. Organizational Dynamics, 18(3), 19-31.
5. Bass, B. M., & Riggio, R. E. (2006). Transformational Leadership. London: Psychology Press.
6. Bhatti, N., Maitlo, G.M., Shaikh, N., Hashmi, M.A., Shaikh, F.M.,"The Impact of Autocatic and Democratic Leadership Style on Job Satisfaction", International Business Research, Vol. 5, No. 2, 2012, pp. 192-201, 2012.
7. Erkutlu, H.V., Chafra, J.,"Relationship between Leadership Power bases and Job Stress of Subordinates: Example from Boutique Hotels", Management Research News, Vol. 29, No. 5, 2006, pp. 285-297, 2006.
8. Girma, S. (2016). The Relationship Between Leadership Style and Employee Job Satisfaction Study of Federal and Addis Ababa Sport Organizational Management Setting in Ethiopia. European Journal of Business and Management.
9. Hancer, M., George R.T.,"Job Satisfaction of Restaurant Employees: An Empirical Investigation using the Minnesota Satisfaction Questionnaire", Journal of Hospitality & Tourism Research, Vol. 27, No. 1, 2003, p 85-100, 2003.
10. Hina ,Saleem.(2015)The Impact of Leadership Styles on Job Satisfaction and Mediating Role of Perceived Organizational Politics.Vol 172,issues 3,pp563 569,Doi:10.1016/j.sbspro.2015.01.403
11. Iiacqua, J. A., Schumacher, P., & Li, H. C. (1995). Factors contributing to job satisfaction in higher education. Education, 116(1), 51-61. IBIMA Publishing Journal of Organizational Management Studies http://www.ibimapublishing.com/journals/JOMS/joms.html Vol. 2014 (2014), Article ID 869927, 18 pages DOI: 10.5171/2013.869927
12. Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: a meta analytic test of their relative validity. Journal of Applied Psychology, 89(5), 755-768.
13. Lok, P., Crawford, J.,"The Effect of Organisational Culture and Leadership Style on Job Satisfaction and Organisational Commitment". Journal of Management Development, Vol. 23, No. 4, 2004, pp. 321-338, 2004
14. Madlock, P.E. (2008). "The link between leadership style, communicator competence and employee satisfaction". Journal of Business Communication, Vol.45 No.1, pp.61-78.
15. Mester, C., Visser, D. and Roodt, G. (2003). "Leadership style and its relation to employee attitudes and behaviour". SA Journal of Industrial Psychology, Vol.29 No.2, pp. 72-82.
16. Oshagbemi, T.,"Personal Correlates of Job Satisfaction: Empirical Evidence from UK Universities", International Journal of Social Economics, Vol. 30, No. 12, 2003, pp. 1210-1232, 2003.
17. Piosik, A., Strojek-Filus, M., Sulik-Górecka, A., & Szewieczek, A. (2019). Gender and Age as Determinants of Job Satisfaction in the Accounting Profession: Evidence from Poland. Sustainability,11,Article 3090. https://doi.org/10.3390/su11113090

18. Rad, A.M.M., Yarmohammadian, M.H.,"A Study of Relationship between Managers' Leadership Style and Employees'Job Satisfaction", Leadership in Health Service, Vol. 19, No. 2, 2006, pp. 11-28, 2006.

19. Rosnizah, S., Diana K., Soon-Yew, J., & Haziman, Z. (2022). Effects of Leadership Types on Job Satisfaction among Malaysian Higher Education Institutions. AsianJournalof Instruction,10,54-70. https://doi.org/10.47215/aji.1020324

20. Savery, L.K.,"The Influence of the Perceived Styles of Leadership on a Group of Workers on their Attitudes to Work", Leadership & Organization Development Journal, Vol. 15, No. 4, 1994, pp. 12-18, 1994.

21. Shamir, B., House, R., &Arthur, M. (1993). The motivational effects of charismatic leadership: A selfconcept-based theory.Vol.4,No4,pp4,577-594,Nov 1993,http://www.Jstor.org/stable/2635081.

22. Turey, Colin J.(2013). "Perceptions of Leadership Styles and Job Satisfaction in a Sample of High School Athletic Directors in the United States" (2013). UNF Theses and Dissertations. Paper 459. http://digitalcommons.unf.edu/etd/459

23. Uhl-Bein, M., Marion, R., and McKelvey, B. (2007). "Complexity Leadership Theory: Shifting Leadership from the Leadership Age to the Knowledge Era", The Leadership Quarterly, Vol.18 No. 1, pp.298-318.

24. Worsfold, P.,"Leadership and Managerial Effectiveness in the Hospitality Industry", International Journal of Hospitality Management, Vol. 8, No. 2, 1989, pp. 145-155, 1989.

25. Yi-Feng Yang, Majidul Islam, (2012) "The influence of transformational leadership on job satisfaction: The balanced scorecard perspective", Journal of Accounting & Organizational Change, Vol. 8 Iss: 3, pp.386 – 402 DOI http://dx.doi.org/10.1108/18325911211258353

26. Yousef, D. A.,"Organizational Commitment: A Mediator of the Relationships of Leadership Behavior with Job Satisfaction and Performance in a non-Western Country", Journal of Managerial Psychology, Vol. 15, No. 1, 2000, pp. 6-24, 2000.